

Memorandum



Date: October 19, 2004

Agenda Item No. 9(G)(1)(A)

To: Honorable Chairperson Barbara Carey-Shuler, Ed.D.
and Members, Board of County Commissioners

From: George M. Burgess
County Manager

Subject: Resolution Declaring the Acquisition of Approximately 5.673 Acres of Vacant Land
Located Adjacent to Jackson South Community Hospital, To Be A Public Necessity

The attached resolution is being placed on the Board of County Commissioner's agenda on behalf of Marvin O'Quinn, President/CEO of Jackson Health System.

A handwritten signature in black ink, appearing to read "G. Burgess", written over a horizontal line.

Assistant County Manager

Attachment:

August 24, 2004

To: George Burgess
County Manager

From: Marvin O'Quinn
President/CEO



Subject: Acquisition of 5.673 acres of vacant land for the expansion of Jackson South Community Hospital located at 15155 SW 94 Ave, Miami-Dade County

At the June 28 Board meeting, the Public Health Trust Board of Trustees approved the attached resolution, declaring the acquisition of approximately 5.673 acres of vacant land required for the expansion of Jackson South Community Hospital, located at 15155 SW 94 Avenue, in Miami-Dade County, to be a public necessity.

We would appreciate this item be scheduled for the September 15, 2004, Economic Development and Human Services Committee Agenda meeting and a subsequent County Commission meeting.

Should there be any concerns regarding this item please contact Jules Kariher at (305) 585-6754.

This item was reviewed by Thomas Goldstein of the County Attorney's Office.

Attachment

August 24, 2004

To: The Honorable Chairperson Barbara Carey-Shuler, Ed.D.
and Members, Board of County Commissioners

From: Marvin O'Quinn, President/CEO
Jackson Health System



Subject: **Acquisition of 5.673 acres of vacant land for the expansion of
Jackson South Community Hospital located at 15155 SW 94 Ave,
Miami-Dade County**

RECOMMENDATION

It is recommended that the Board adopt the attached resolution declaring the acquisition of approximately 5.673 acres of vacant land required for the expansion of Jackson South Community Hospital, located at 15155 SW 94 Avenue, in Miami-Dade County, to be a public necessity; and authorizing the County Manager and the County Attorney to employ appraisers, obtain required environmental audits, and undertake all other actions needed to accomplish the acquisition of said property by donation, purchase or eminent domain proceedings.

BACKGROUND

In July 2001, the Public Health trust acquired Jackson South Community Hospital to extend health care services to the residents of south Miami-Dade County, especially the uninsured and underinsured populations. Jackson South has experienced significant increases in patient visits over the past three years and is currently operating near and at capacity. Current capacity constraints limit community access to healthcare services at Jackson South. Projections for population growth in the Jackson South service area significantly exceed growth in other areas of Miami-Dade County. The need for inpatient and outpatient services is expected to continue to increase up to 12 % over the next 5 years.

Strategic planning initiatives have identified the need to significantly increase the size of the physical plant. Master facility planning has been initiated to develop construction plans to accommodate inpatient and outpatient program expansion.

Honorable Chairperson Barbara Carey-Shuler, Ed.D.
And Members Board of County Commissioners
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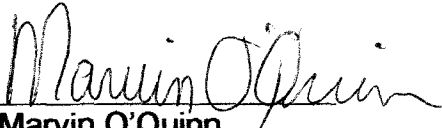
Service expansion will allow Jackson South to meet the current and future health care needs of southern Miami-Dade County. Inpatient expansion will address capacity needs in the following areas: emergency room, critical care, operating rooms, cardiac cath lab, medical, surgical, mental health and obstetrics units. Outpatient expansion would include the expansion of: diagnostic and imaging services, ambulatory surgery, wound care, hyperbarics, rehabilitation, sleep lab services.

Presently, there is insufficient land on the Jackson South campus to adequately expand the facility to meet the current and projected increase in patient care needs. The only area of land contiguous to the Jackson South campus which is appropriate to accommodate facility expansion is an undeveloped parcel immediately to the west of the JSCH campus.

On June 28, 2004, the PHT Board determined that the parcel of land to the west of the facility is a public necessity to allow for expansion of JSCH to meet the healthcare needs of south Miami-Dade County and its acquisition is in the best interests of the Public Health Trust. It was resolved by the Board of Trustees of the Public Health Trust that it direct the President to take all steps necessary to (1) acquire land immediately to the west of the hospital, and (2) to work with the County Manager and County Attorney to contract for appraisers, obtain required environmental audits and undertake all other actions needed to accomplish the acquisition of said property.

FUNDING SOURCE

Funding will come from the Public Health Trust Budget


Marvin O'Quinn
President/CEO



MEMORANDUM

(Revised)

TO: Hon. Chairperson Barbara Carey-Shuler, Ed.D.
and Members, Board of County Commissioners

DATE: October 19, 2004

FROM: Robert A. Ginsburg
County Attorney

SUBJECT: Agenda Item No. 9(G)(1)(A)

Please note any items checked.

- ☐ "4-Day Rule" ("3-Day Rule" for committees) applicable if raised
- ☐ 6 weeks required between first reading and public hearing
- ☐ 4 weeks notification to municipal officials required prior to public hearing
- ☐ Decreases revenues or increases expenditures without balancing budget
- ☐ Budget required
- ☐ Statement of fiscal impact required
- ☐ Bid waiver requiring County Manager's written recommendation
- ☐ Ordinance creating a new board requires detailed County Manager's report for public hearing
- ☒ Housekeeping item (no policy decision required)
- ☐ No committee review

Approved _____ Mayor

Agenda Item No. 9 (G) (1) (A)

Veto _____

10-19-04

Override _____

RESOLUTION NO. _____

RESOLUTION DECLARING THE ACQUISITION OF APPROXIMATELY 5.673 ACRES OF VACANT LAND LOCATED ADJACENT TO JACKSON SOUTH COMMUNITY HOSPITAL, LOCATED AT 15155 SW 94 AVENUE, IN MIAMI-DADE COUNTY, TO BE A PUBLIC NECESSITY; AND AUTHORIZING THE COUNTY MANAGER TO ACQUIRE SAID PROPERTY BY DONATION, PURCHASE, OR EMINENT DOMAIN PROCEEDINGS INCLUDING THE DECLARATION OF TAKING AS NECESSARY FOR AND ON BEHALF OF MIAMI-DADE COUNTY, FLORIDA

WHEREAS, this Board desires to accomplish the purposes outlined in the accompanying memorandum, a copy of which is incorporated herein by reference,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that this Board finds and determines that the acquisition of the parcel of land legally described in Exhibit "A" and shown in Exhibit "B," attached hereto and made a part hereof, is a public necessity and in the best interest of Miami-Dade County to expand Jackson South Community Hospital located at 15155 SW 94 Avenue, Miami-Dade County; and authorizes and directs the County Manager and the County Attorney to employ appraisers, obtain environmental audits and take any and all appropriate actions to accomplish acquisition of the subject property in fee simple, by donation or purchase at no more than the appraised value, or by eminent domain proceedings including a declaration of taking as necessary for and on behalf of Miami-Dade County, Florida.

The foregoing resolution was offered by Commissioner _____, who moved its adoption. The motion was seconded by Commissioner _____ and upon being put to a vote, the vote was as follows:

Dr. Barbara Carey-Shuler, Chairperson	
Katy Sorenson, Vice-Chairperson	
Bruno A. Barreiro	Jose "Pepe" Diaz
Betty T. Ferguson	Sally A. Heyman
Joe A. Martinez	Jimmy L. Morales
Dennis C. Moss	Dorrian D. Rolle
Natacha Seijas	Rebeca Sosa
Sen. Javier D. Souto	

The Chairperson thereupon declared the resolution duly passed and adopted this 19th day of October, 2004. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF COUNTY
COMMISSIONERS

HARVEY RUVIN, CLERK

Approved by County Attorney as
to form and legal sufficiency.



Thomas Goldstein

By: _____
Deputy Clerk

RESOLUTION NO. PHT 06/04- 200

**RESOLUTION DIRECTING THE PRESIDENT TO TAKE ALL STEPS
NECESSARY TO ACQUIRE THE PROPERTY IMMEDIATELY TO
THE WEST OF JACKSON SOUTH COMMUNITY HOSPITAL,
EITHER AT A NEGOTIATED VALUE AND TERMS OR BY EMINENT
DOMAIN PROCEEDINGS, INCLUDING A DECLARATION OF TAKING
RESOLUTION, AND TO WORK WITH THE COUNTY MANAGER AND
COUNTY ATTORNEY TO CONTRACT FOR APPRAISERS, OBTAIN
REQUIRED ENVIRONMENTAL AUDITS AND UNDERTAKE ALL
OTHER ACTIONS NEEDED FOR SUCH ACQUISITION**

WHEREAS, the PHT acquired Jackson South Community Hospital ("JSCH") in July 2001 to extend health care services of the PHT to the residents of South Miami-Dade County, especially to uninsured and underinsured populations; and

WHEREAS, JSCH has experienced significant increases in patient visits and is currently operating near and at capacity; and

WHEREAS, projections for population growth in the JSCH service area significantly exceed growth in other areas of Miami-Dade County; and

WHEREAS, there is insufficient land on the JSCH campus to adequately expand the facility to meet the current and projected increases in patient care needs; and

WHEREAS, the only area of land contiguous to the JSCH campus which is appropriate to accommodate facility expansion is an undeveloped parcel immediately to the west of the JSCH campus further described in the attached Exhibit A ("Subject Property"); and

WHEREAS, the owner of the Subject Property has apparently entered into an executory agreement with a buyer to purchase Subject Property and the buyer has not returned staff phone calls regarding his intended purchase; and

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Fiscal Affairs, Purchasing & Budget Committee
June 28, 2004

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WHEREAS, this Board finds that the acquisition in fee simple of the parcel of land described above is a public necessity to allow for the expansion of JSCH to meet the health care needs of the residents of South Miami-Dade County and is in the best interest of the Public Health Trust; and

WHEREAS, the use of a Declaration of Taking ("Quick Take") may be necessary to acquire the properties without delay to allow for planning and implementation of JSCH expansion; and

WHEREAS, to acquire property through the Board of County Commissioners, the President working through and with the County Manager and County Attorney needs to employ appraisers and expert witnesses, obtain required environmental audits, and acquire the Subject Parcel at negotiated value and terms or by eminent domain proceedings, including a Declaration of Taking as necessary.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE PUBLIC HEALTH TRUST OF MIAMI-DADE COUNTY, FLORIDA, that it hereby directs the President to take all steps necessary: (1) to acquire the parcel of land immediately to the west of Jackson South Community Hospital as further described in Exhibit A, either at a negotiated value and terms or by eminent domain proceedings, including a Declaration of Taking resolution, and (2) to work with the County Manager and County Attorney to contract for appraisers, obtain required environmental audits and undertake all other actions needed to accomplish such acquisition.

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Fiscal Affairs, Purchasing & Budget Committee
June 28, 2004

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The foregoing resolution was offered by Mr. Lanham. The motion was seconded

by Dr. Sigler, the vote was as follows:

Michelle Austin, Esq.	Aye
Kate Callahan, Ph.D.	Aye
Rosy Cancela	Aye
John H. Copeland, III	Aye
Ernesto A. de la Fe	Aye
Maria Dominguez, Esq.	Absent
Larry R. Handfield, Esq.	Aye
Walter James Harvey, Esq.	Aye
David Kraslow	Aye
Michael F. Lanham, Esq.	Aye
Andres Murai	Aye
Laurie Nuell	Aye
Carlos Planas	Absent
Pamela Pride-Chavies, Esq.	Aye
Kathie Sigler, Ed.D.	Aye
Senator Ronald Silver	Aye
Francisco Tejada, M.D.	Aye

The Chairperson thereupon declared the resolution duly passed and adopted this 28th day of June 2004.

PUBLIC HEALTH TRUST OF MIAMI-DADE COUNTY, FLORIDA

BY: Laurie Nuell
Laurie Nuell, Secretary

Approved by the County Attorney as to form
and legal sufficiency ES

JACKSON SOUTH COMMUNITY HOSPITAL
Property Action Request
Justification

Summary

In July 2001, the Public Health trust acquired Jackson South Community Hospital to extend health care services to the residents of south Miami-Dade County, especially the uninsured and underinsured populations. Jackson South has experienced significant increases in patient visits over the past three years and is currently operating near and at capacity. Current capacity constraints limit community access to healthcare services at Jackson South. Projections for population growth in the Jackson South service area significantly exceed growth in other areas of Miami-Dade County. The need for inpatient and outpatient services is expected to continue to increase up to 12 % over the next 5 years.

Strategic planning initiatives have identified the need to significantly increase the size of the physical plant. Master facility planning has been initiated to develop construction plans to accommodate inpatient and outpatient program expansion. Service expansion will allow Jackson South to meet the current and future health care needs of the Southern Dade County. Inpatient expansion will address capacity needs in the following areas: emergency room, critical care, operating rooms, cardiac cath lab, medical, surgical, mental health and obstetrics units. Outpatient expansion would include the expansion of: diagnostic and imaging services, ambulatory surgery, wound care, hyperbarics, rehabilitation, sleep lab services.

Presently, there is insufficient land on the Jackson South campus to adequately expand the facility to meet the current and projected increase in patient care needs. The only area of land contiguous to the Jackson South campus which is appropriate to accommodate facility expansion is an undeveloped parcel immediately to the west of the JSCH campus.

On June 28 2004, the PHT Board determined that the parcel of land to the west of the facility is a public necessity to allow for expansion of JSCH to meet the healthcare needs of the of south Miami-Dade County and its acquisition is in the best interests of the Public Health Trust. It was resolved by the Board of Trustees of the Public Health Trust that it direct the President to take all steps necessary to (1) acquire land immediately to the west of the hospital, and (2) to work with the County Manager and County Attorney to contract for appraisers, obtain required environmental audits and undertake all other actions needed to accomplish the acquisition.

Attached is the Property Acquisition Request (PAR) for purchase of land for use by Jackson South Community Hospital for your review and approval.

Justification

With the acquisition of Jackson South Community Hospital (formerly Deering Hospital), Jackson Health System expanded its presence in South Miami-Dade County to include this 199-bed full service hospital to provide care for its patients. This acquisition occurred on July 1, 2001. Since that time, patient volumes at the facility have expanded dramatically and continue to increase, placing extreme

demands on the capacity of the facility. Occupancy rates averaged in the mid-60% at the time of acquisition, and now consistently exceed 80%, which represents functional capacity for a medical surgical hospital.

Demographic projections for Miami-Dade County for the next five years anticipate a growth in population of 7.8%. Primary service areas for Jackson South Community Hospital, however, anticipate a growth rate of 9.5%. Presence of uninsured and underinsured individuals in this area is of particular concern and is anticipated to continue to increase. Jackson South Community Hospital is stressed to accommodate patients seeking service now, and will be unable to meet the growing needs of the South Dade community without facility expansion. Currently, patients requiring critical care services are regularly held in the emergency room or in other temporary accommodations due to the unavailability of ICU beds. Patients requiring surgery frequently must have their procedures delayed due to the unavailability of an appropriate postoperative care area. Admissions for elective surgical procedures have declined due to the full utilization of the operating rooms. The emergency transport system in South Dade must regularly divert patients to other facilities due to the lack of capacity in the emergency room, lack of a full ICU and unavailability of telemetry-monitored beds.

Expansion of the facility's capabilities would include several different initiatives.

- Acquisition of land for the expansion of hospital facilities. The existing physical plant and support structures occupy the majority of the land owned. A small parcel remains undeveloped but is undersized to meet the expansion needs of the facility. A 5.5-acre parcel of land is available for sale immediately west of the campus, which must be acquired to enable further expansion of the Jackson South facility.
- Acquisition of a privately owned medical office building which is constructed on the Jackson South campus and is contiguous with the hospital buildings. It is situated on county owned property, which is leased to the building owners. The office building is 80% leased by Jackson South and is utilized to house hospital support services, which have been relocated from the hospital proper to make room for patient care services.
- Expansion of the emergency room treatment area, waiting room and nursing support areas. The ER is consistently in an over-capacity situation, accommodating patients, sometimes for days, awaiting the availability of inpatient beds, particularly in the critical care and telemetry areas. Patients in the South Dade area are frequently diverted to other area hospitals due to the lack of capacity at Jackson South.
- Expansion of Jackson South Community Hospital surgical suite, which has only four operating rooms, 50% of the normal complement for a medical surgical hospital of its size. The availability of operating room time is sufficient only to handle emergency surgical volume and leaves little opportunity to meet the needs of elective surgical admissions.
- Expansion of the imaging department, which is reliant on leased mobile technology to meet the diagnostic needs of the patient population. Additionally, the cardiac cath lab does not meet licensing requirements to enable the performance of inpatient diagnostic cardiac cath, necessitating the transfer of patients on a daily basis to other hospitals to receive cardiac diagnostic evaluation.

- Addition of critical care beds is necessary to accommodate the significant increase in volume over the past two years. Demands for critical care beds are more than double the available space. Alternate space in the facility is utilized to accommodate these patients, however this results in the need to take emergency room patient care beds, inpatient telemetry beds and recovery room beds out of service to insure adequate care. Taking these beds out of service for their intended purpose negatively impacts patient flow and causes the need to divert or cancel patients.
- Addition of inpatient beds is critical to enable decompression of the emergency department and to meet the demands of the increased growth in population in South Dade County.
- Construction of a freestanding ambulatory surgery center would serve to decompress the main operating room to meet inpatient demands, in addition to, allowing less acute surgical procedures to be performed in an environment which is more cost effective and efficient. Included in the ambulatory surgery center would be comprehensive wound care services utilizing hyperbarics, expanded rehabilitative services, imaging and diagnostic services and other outpatient services.
- Elevation of the maternity services from level 1 to level 2 capabilities would enable higher risk mothers to deliver at Jackson South rather than requiring them to be delivered at Jackson Memorial Hospital. The largest growing population segment in South Dade is in the childbearing age brackets. Jackson South has experienced a 50% increase in deliveries in the past two years and must expand to continue to meet the needs of the growing population, even without reclassification of services to level 2. Elevating the level of service will assist in decompressing the maternity and newborn services at Jackson Memorial Hospital, which is stressed to provide care to an increasing number of very high-risk deliveries being referred to them from throughout the county.
- Expansion of psychiatric services is necessary in light of the fact that Jackson South is the sole hospital provider of child, adolescent and adult services to South Dade.



FOLIO NUMBER:	30-5021-000-0261		
ADDRESS:			
MAILING ADDRESS:	IRWIN M POTASH & W LINDA ETALS , 2030 FISHER ISLAND DR , MIAMI FL , 33109-0037		
CLUC:	0081 VACANT LAND		
PRIMARY ZONE:	5800 PROFESSIONAL OFFICE		
BEDROOMS:	0	BATHS:	0
FLOORS:	0	LIVING UNITS:	0
ADJ SQUARE FOOTAGE:	0	LOT SIZE:	247,116 SQ FT
YEAR BUILT:	0		
LEGAL DESCRIPTION:	21 55 40 5.673 AC SE1/4 OF SW1/4 OF SW1/4 LESS E375.40FT & PORT OF E1/2 OF SW1/4 OF SW1/4 OF SW1/4 LYG E OF CANAL C-100 R/W LESS E25FT & LESS S55FT FOR R/W		
SALE QTR:	SALE MONTH: 6	SALE YEAR: 1994	SALE AMOUNT \$ 0

ASSESSMENT YEAR:	2001	ASSESSED VALUE:	\$ 1,170,534
LAND VALUE:	\$ 1,170,534	HOMESTEAD EXEMPTION:	\$ 0
BUILDING VALUE:	\$ 0	WIDOW EXEMPTION:	\$ 0
MARKET VALUE:	\$ 1,170,534	TOTAL EXEMPTIONS:	\$ 0
		TAXABLE VALUE:	\$ 1,170,534

ASSESSMENT YEAR:	2000	ASSESSED VALUE:	\$ 1,170,534
LAND VALUE:	\$ 1,170,534	HOMESTEAD EXEMPTION:	\$ 0
BUILDING VALUE:	\$ 0	WIDOW EXEMPTION:	\$ 0
MARKET VALUE:	\$ 1,170,534	TOTAL EXEMPTIONS:	\$ 0
		TAXABLE VALUE:	\$ 1,170,534

<http://gisims.co.miami-dade.fl.us/scripts/esrimap.dll?Name=PublicAccess&Cmd=CreatePrint> 6/5/2002

Jackson South Community Hospital Site Plan

